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**KEPIMPINAN GURU BESAR
DI SEKOLAH RENDAH BERPRESTASI TINGGI
DAN BERPRESTASI RENDAH DI SULAWESI SELATAN**



UUM
MUHAMMAD MA'LUM
Universiti Utara Malaysia

**DOKTOR FALSAFAH
UNIVERSITI UTARA MALAYSIA
2016**



Awang Had Salleh
Graduate School
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Abstrak

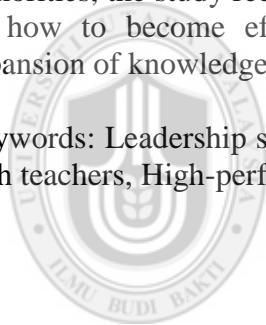
Kajian lalu telah mengenal pasti kepimpinan guru besar adalah penting kepada peningkatan prestasi sesebuah sekolah, tetapi hasil kajian yang lalu tidak menunjukkan satu pola gaya kepimpinan yang konsisten, telah menyukarkan guru besar untuk membuat replikasi bagi diamalkan di sekolah masing-masing. Oleh itu kajian ini dijalankan dengan matlamat untuk mengenal pasti gaya kepimpinan guru besar yang dominan di sekolah rendah berprestasi tinggi dan sekolah rendah berprestasi rendah di Kabupaten Maros Sulawesi Selatan supaya dapat dijadikan model kepada guru besar sekitarnya. Dengan menggunakan pendekatan kualitatif, penyelidik mengumpul data kajian dengan mengaplikasikan kaedah pemerhatian, temu bual separa berstruktur dan mengkaji dokumen yang berkaitan dengan gaya kepimpinan guru besar di sekolah berprestasi tinggi dan sekolah berprestasi rendah. Sampel kajian ini terdiri daripada empat buah sekolah, iaitu dua buah sekolah berprestasi tinggi dan dua buah sekolah berprestasi rendah. Seramai 20 orang, iaitu empat orang guru besar dan 16 orang guru telah dipilih dengan menggunakan kaedah persampelan bertujuan dan teknik bola salji, untuk menjadi responden kajian ini. Dengan menggunakan analisis domain, taksonomi, komponen dan tema, kajian ini mendapati gaya kepimpinan yang membezakan antara sekolah berprestasi tinggi dengan sekolah berprestasi rendah di Kabupaten Maros ialah kepimpinan melalui teladan, berkomunikasi dengan guru-guru tentang visi sekolah, akrab dengan guru-guru, memberi nasihat, penghargaan dan motivasi kepada guru-guru. Berdasarkan dapatan tersebut, kajian ini mencadangkan jika pihak sekolah ingin mencapai prestasi tinggi, guru besar hendaklah mengamalkan kepimpinan melalui teladan, berkomunikasi dengan guru-guru tentang visi sekolah, akrab dengan guru-guru, memberi nasihat, penghargaan dan motivasi kepada guru-guru. Kepada pihak atasan, kajian ini mengesyorkan supaya guru besar diberi latihan tentang bagaimana menjadi pemimpin sekolah berprestasi tinggi. Kajian ini telah menyumbang kepada perkembangan ilmu dalam bidang kepimpinan guru besar sekolah berkesan di Indonesia.

Katakunci: Gaya kepimpinan guru besar, Kepimpinan melalui teladan, Hubungan dengan guru, Sekolah berprestasi tinggi, Sekolah berprestasi rendah.

Abstract

Past studies have identified school head teacher's leadership is vital contributor to school's academic performance, but the results of the studies did not show a consistent pattern of effective leadership style, which made it difficult for head teachers to replicate. Therefore this study aimed to identify the dominance style of effective head teacher's leadership style for high-performing and low-performing primary schools in Maros, South Sulawesi that can be utilized as a model to the head teachers of the surroundings. In order to achieve this study, a qualitative approach using semi structured interviews, observations, and document analysis were used to collect data. Using purposive sampling technique and snowball method, four head teachers and 16 teachers from two high-performing and two low-performing schools were selected to be respondents of the study. Using domain, taxonomy, components and themes analyses, the study found that leadership styles of head teachers in high-performing schools was leading by example, communicating with teachers about the school's vision, close relationship with teachers, giving advice, appreciation and motivation to teachers. Based on the findings, this study suggested that if the school wants to achieve high performance, head teachers should exercise leadership by example, communicating with teachers about the school's vision, close relationship with teachers, giving advice, appreciation and motivate to teachers. To the higher authorities, the study recommended that training should be provided to head teachers on how to become effective head teacher. This study has contributed to the expansion of knowledge in the field of effective schools head teachers in Indonesia.

Keywords: Leadership styles of head teachers, Leadership by example, Relationship with teachers, High-performing schools, Low-performing schools.



Universiti Utara Malaysia

Penghargaan

Puji syukur saya panjatkan kehadirat Allah swt. kerana atas rahmat dan kurniaNya saya boleh mengkaji, mengumpulkan data penelitian, kemudian menyempurnakan penulisan tesis ini.

Dengan selesainya penulisan tesis ini saya mengucapkan terima kasih yang tak terhingga kepada penyelia saya Dr. Hj. Ishak bin Sin dan Assoc. Prof. Dr. Arsaythamby a/l Veloo atas dukungan, bimbingan, arahan dan nasehat yang diberikan kepada saya secara berterusan dalam proses penyusunan tesis ini.

Saya juga mengucapkan penghargaan, penghormatan dan terima kasih yang setinggi-tingginya kepada ibu bapa saya Hj. Bungati dan H. Yabu, S.Pd., dan Ibu mertua saya Hj. Johrah, yang memberikan sokongan, memberi motivasi dan teristimewa do'a-do'a beliau untuk kelancaran dan kejayaan kajian Ph.D ini.

Saya mengucapkan pula terima kasih yang sebesar-besarnya kepada Bapak Gubernur Provinsi Sulawesi Selatan, Bapak Dr. H. Syahrul Yasin Limpo, S.H., M.Si., M.H., yang berkenan memberikan beasiswa Program Doktorat Luar Negeri, sehingga saya dapat melaksanakan proses pendidikan ini.

Teristimewa saya ucapkan terima kasih kepada istri saya Musfirat, S.Pd.I., M.Pd.I., yang tak henti-hentinya memberikan sokongan, motivasi kepada saya dan dengan penuh kesabaran memelihara dan mendidik anak-anak kami selama dalam pelaksanaan pendidikan ini. Demikian pula terima kasih kepada anak-anak saya Muhammad Sabiq al Khair, Muhammad Khalil Fahmi, Muhammad Hilman, Azwa Ariqah dan Muhammad Zaky Hisyam yang dengan penuh kesabaran ditinggalkan oleh ayah memberi motivasi dan inspirasi istimewa selama saya dalam pendidikan.

Kemudian saya ucapkan pula terima kasih yang sebanyak-banyaknya kepada seluruh keluarga saya, sahabat-sahabat saya dan semua pihak yang tidak sempat saya sebutkan namanya, yang telah membantu dalam pelaksanaan pendidikan ini. Semoga kita semua dirahmati oleh Allah swt.

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BAB SATU

Pengenalan

1.1 Pendahuluan

Salah satu amanat dalam Undang-undang Dasar Negara Republik Indonesia tahun 1945, ialah untuk mencerdaskan kehidupan bangsa Indonesia. Mencerdaskan bermaksud mengusahakan sesuatu agar bangsa Indonesia menjadi sempurna akal dan budinya atau menjadikan mereka cerdas di dalam kehidupannya (Sugono, 2008). Dalam rangka untuk mencerdaskan kehidupan bangsa, pemerintah Indonesia mengusahakan dan melaksanakan satu sistem pendidikan nasional yang mampu meningkatkan keimanan dan ketakwaan kepada Tuhan Yang Maha Esa serta untuk meningkatkan akhlak mulia (UUD Negara Republik Indonesia Tahun 1945).

Kehidupan yang semakin kompleks telah menuntut setiap manusia untuk mempunyai kompetensi dan kemahiran professional agar boleh bertahan dalam dunia yang semakin mencabar (Arief, 2011). Keadaan ini memerlukan sumber manusia yang handal dengan kompetensi profesionalisme dan daya saing yang tinggi. Hal ini boleh berlaku hanya melalui peningkatan mutu pendidikan nasional. Tuntutan ini selaras dengan Undang-undang Republik Indonesia nombor 20 tahun 2003 yang mengemukakan bahawa fungsi pendidikan nasional ialah untuk mengembangkan kemampuan, membentuk watak serta peradaban bangsa yang bermaruah dalam rangka mencerdaskan kehidupan bangsa. Pendidikan yang dilaksanakan harus terarah kepada keupayaan untuk membangunkan potensi murid-murid agar menjadi manusia yang beriman dan bertakwa kepada Tuhan Yang Maha Esa, berakhlak mulia, cekap, kreatif, mandiri, dan menjadi warga negara yang demokratik serta bertanggung jawab (Undang-Undang RI Nombor 20 Tahun 2003).

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